

Department of Military and Veterans Affairs SMART Act Hearing

Joint State, Military, and Veterans Affairs Committee
January 18, 2022



COLORADO
Department of Military
and Veterans Affairs

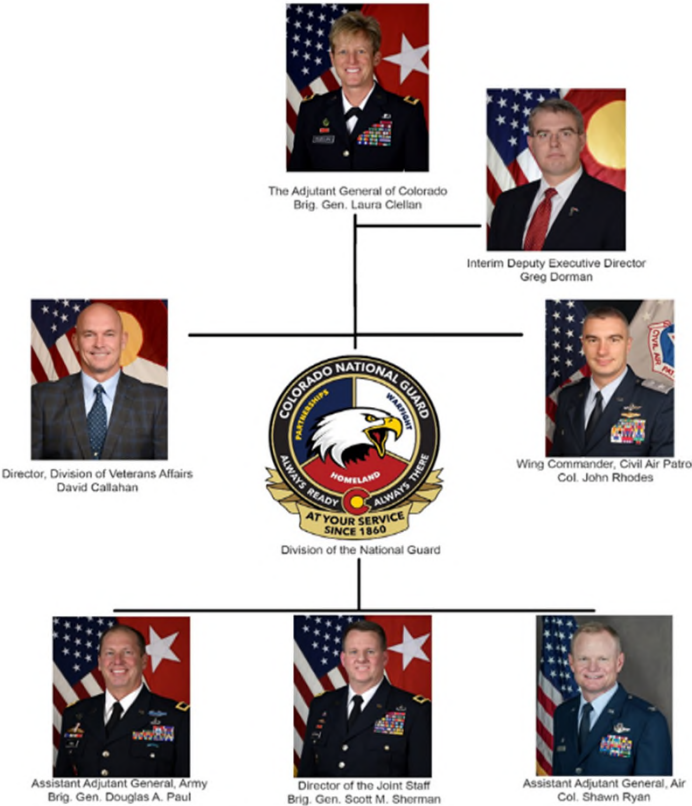


DMVA Mission & Vision

- **MISSION:** Colorado's Department of Military and Veterans Affairs *supports* the Division of the Colorado National Guard in delivering land, air, space, and cyber power in support of state and federal operations; *enables* the Division of Veterans Affairs to deliver high quality service to the State's Veterans and their families; and *oversees* the operations of the Colorado Wing of the Civil Air Patrol in delivering aerospace education and emergency services.
- **VISION :** We are an inclusive organization that earns and maintains the trust and confidence in those we serve at the local, state and federal levels; we are recognized for excellence in service to our Veterans, service members, and families; and we are the state of choice for future force structure gains, equipment modernization, and infrastructure investment.



DMVA Organizational Chart



DMVA Organizational Chart



Executive Director's Office
State FTE: 25.4
General Funds: \$5,014,242
Cash Funds: \$136,182
Federal Funds: \$2,274,194
Reappropriated Funds: \$5,305



Division of Veterans Affairs
State FTE: 22.1
General Funds: \$3,405,471
Cash Funds: \$1,527,470
Reappropriated Funds: \$119,615



Division of the National Guard
State FTE: 125.1
Service Members: 5,600
General Fund: \$3,167,267
Cash Fund: N/A
Federal Fund: \$15,622,675



Colorado Wing - Civil Air Patrol
State FTE: 1.0
Volunteers: 2,100
General Fund: \$148,242
Cash Fund: N/A
Federal Fund: N/A



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DMVA Performance Management

The Department of Military and Veterans Affairs is dedicated to supporting state and federal operations while improving customer service and enhancing the quality of life for our State/Federal employees, Service Members, Veterans and their families. A review and assessment of the department's FY 20-21 Wildly Important Goals, coupled with the implementation of several employer of choice and NEXGEN initiatives, has resulted in a revision of the department's FY 21-22 performance measures.

- Performance plan is designed to improve DMVAs recognition as an employer of choice and contribute to instilling a "People First" culture where all customers and DMVA employees feel welcomed, valued, respected and heard.
- Identified NEXGEN opportunities will further enhance organizational efficiencies and customer service.
- Progress is measured through various means including quarterly NEXGEN updates; customer service feedback; and employee engagement surveys.



DMVA FY 2021-22 Wildly Important Goals (WIGs)

WIG #1: Improve DMVAs recognition as an employer of choice 10% by June 30, 2024, as measured by a 5% increase by June 30, 2022, another 3% increase by June 30, 2023, and a final 2% increase by June 30, 2024.

- Increase employee experience feedback score
- Number of EDI activities completed
- Number of employee recognition events conducted
- Institutionalize DMVA onboarding program and the supervisors program

Why? We understand that an engaged workforce is vital to ensuring state government is bold, consistent, and joyous as it conducts the business of Colorado. Like many employers, the State of Colorado is challenged with attracting and retaining the best and brightest employees and it is essential that our workforce reflects the people we serve.



How the DMVA will accomplish the WIGs:

Overall success will be measured by improving the employee experience 10% over a 3-year period with a 5% increase in year one, 3% increase in year two and 2% increase in year three. Baseline will be established from feedback received during the department's initial employee experience survey launched in June 2021.

<i>Status</i>	<i>Organizational/Program and Key Processes</i>	<i>Outcome Measure</i>	<i>Baseline</i>	<i>FY 2022 Target</i>	<i>FY 2023 Target</i>	<i>FY 2024 Target</i>
Work in progress	Qualtrics EX Feedback Platform NEXGEN Initiatives	Increase employee EX feedback score	58%	63%	66%	68%
Needs improvement	EDI Program/DD 2020-175 NEXGEN Initiatives	EDI activities conducted	0	4	8	12
Work in progress	Quarterly DMVA All Team meetings; NEXGEN Initiatives	Employee recognition events conducted	1	4	8	12
Needs improvement	Qualtrics EX Feedback Platform NEXGEN Initiatives	Institutionalize DMVA onboarding program	0%	60%	100%	
Needs improvement	Qualtrics EX Feedback Platform NEXGEN Initiatives	Institutionalize DMVA supervisor program	0%	60%	100%	



DMVA FY 2021-22 Wildly Important Goals (WIGs)

- **WIG #2: Improve organizational readiness 21% by June 30, 2024, starting with a 7% improvement by June 30, 2022.**
 - Percentage increase in accredited CVSOs
 - Percentage increase in COARG retention
 - Percentage increase in COANG retention

Why? Readiness is an essential element which impacts the department's ability to perform its mission and deliver services. Personnel and training are just two components commonly associated with organizational readiness that can have a significant impact on an organization's ability to accomplish its mission. Increasing accreditation of our county VSOs enhances our ability to serve more veterans across the state.



How the DMVA will accomplish the WIGs:

Overall success will be measured by improving the organizational readiness 7% annually over each of the next three years for a cumulative increase of 21% over a three-year period. Each annual 7% increase will consist of a 4% increase in VSO accreditation, 2% increase in COARNG retention, and a 1% increase in COANG retention.

<i>Status</i>	<i>Organizational/Program and Key Processes</i>	<i>Outcome Measure</i>	<i>Baseline</i>	<i>FY 2022 Target</i>	<i>FY 2023 Target</i>	<i>FY 2024 Target</i>
Work in progress	VSO training & certification program; CC engagements	VSO accreditation	73%	77%	81%	85%
Work in progress	Service retention program	COARNG retention	72%	74%	76%	78%
Work in progress	Service retention program	COANG retention	95%	96%	97%	98%

60%

62.5%



DMVA FY 2021-22 Wildly Important Goals (WIGs)

WIG #3: Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 50% in FY22, 30% in FY23, and 20% in FY24.

- Number of NEXGEN initiatives completed
- Institutionalize employee training & professional development program
- Upgrade DMVA website
- Implement Learning Management System
- Mature DMVA EDI program
- Automate state awards program
- Adopt digital timesheet processing
- Expand HR capacity & capabilities
- Reimagine DVA operations
- Operationalize Flexible Working Arrangements
- Upgrade performance plan and evaluation process



How the DMVA will accomplish the WIGs:

Overall success will be measured by the completion of ten NEXGEN initiatives by June 30, 2024 with five initiatives completed in year one, three more initiatives completed in year two, and two more initiatives completed in year three for a cumulative increase of ten NEXGEN initiatives completed by June 30, 2024.

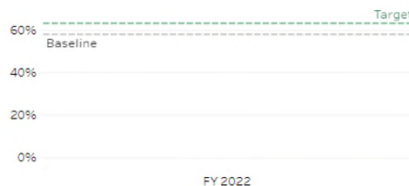
<i>Status</i>	<i>Organizational/Program and Key Processes</i>	<i>Outcome Measure</i>	<i>Baseline</i>	<i>FY 2022 Target</i>	<i>FY 2023 Target</i>	<i>FY 2024 Target</i>
Work in progress	NEXGEN program TAG Strategic Guidance	NEXGEN initiatives completed	0	5	8	10
Needs improvement	NEXGEN program Organization Development program	Institutionalize employee training & professional development program	60%	100%		
Needs improvement	NEXGEN program	Upgrade DMVA website	60%	100%		
Needs improvement	NEXGEN program TAG Strategic Guidance	Implement Learning management system	60%	100%		
Needs improvement	NEXGEN program DD 2020-175 DPA policy/guidance	Mature DMVA EDI program	40%	100%		
Needs improvement	NEXGEN program	Automate state awards program	40%	100%		
Needs improvement	HR & Kronos implementation plan	Adopt digital timesheet processing	20%	60%	100%	
Needs improvement	Employee Feedback HR implementation plan	Expand HR capacity & capabilities	20%	60%	100%	
Needs improvement	DVA SWOT analysis DVA COA Decision Brief	Reimagine DVA operations	20%	60%	100%	
Work in progress	FWA & reimagine state government policy/guidance	Operationalize FWA	20%	40%	80%	100%
Needs improvement	HR implementation plan	Performance plan and evaluation upgrade	0%	20%	60%	100%



DMVA DASHBOARDS

Wildly Important Goal:

Improve DMVA's recognition as an employer of choice from 58% (FY 20-21) to 63% by June 30, 2022.



Successful completion of this goal will foster an environment where employees feel welcomed, valued, respected and heard.

Note: "Employer of choice" includes positive answers to the following questions: I am proud to work for DMVA; I would recommend DMVA to people I know as a great place to work; I intend to work for DMVA for the next 12 months

The Department of Military and Veterans Affairs will achieve this goal through the following leading indicators:

Complete 4 Equity, Diversity, and Inclusion (EDI) activities by June 30, 2022.



Conduct 4 employee recognition events by June 30, 2022.



Institutionalize DMVA onboarding program from 0% to 60% by June 30, 2022.



Institutionalize DMVA supervisor program from 0% to 60% by June 30, 2022.



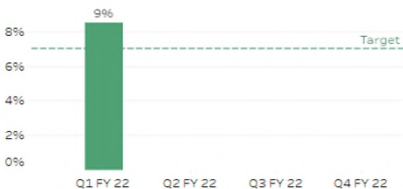
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DMVA DASHBOARDS

Wildly Important Goal:

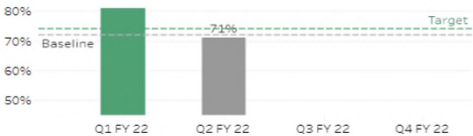
Improve organizational readiness by 21% by June 30, 2024, starting with a 7% improvement by June 30, 2022.



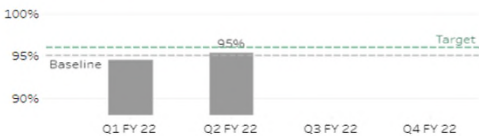
Successful completion of this goal will ensure the Division of the Colorado National Guard remains postured to meet its mission requirements of delivering land, air, space, and cyber power in support of state and federal missions; and, that the Division of Veterans Affairs will be providing the highest quality service to the state's Veterans and their families.

The Department of Military and Veterans Affairs will achieve this goal through the following leading indicators:

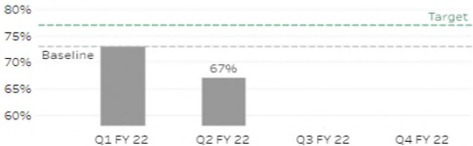
Increase Colorado Army National Guard retention rate from 72% to 74% by June 30, 2022.



Increase Colorado Air National Guard retention rate from 95% to 96% by June 30, 2022.



Increase accredited Veteran Service Officers from 73% to 77% by June 30, 2022.



DMVA DASHBOARDS

Wildly Important Goal:

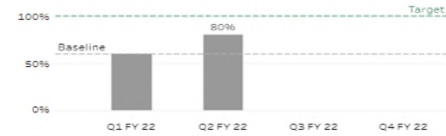
Complete 50% of identified NEXGEN organizational efficiencies by June 30, 2022 and 100% by June 30, 2024.



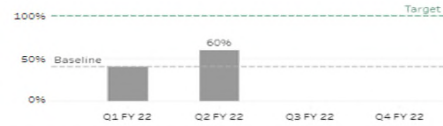
Successful completion of this goal will contribute to building an inclusive culture and improve the Department's ability to accomplish its state and federal missions.

The Department of Military and Veterans Affairs will achieve this goal through the following leading indicators:

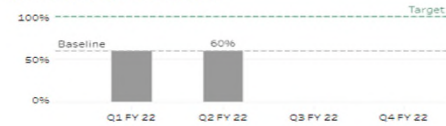
Upgrade DMVA's Website from 60% to 100% by June 30, 2022.



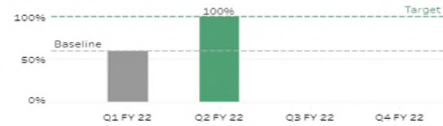
Automate state awards program from 40% to 100% by June 30, 2022.



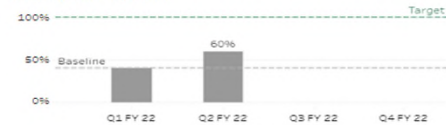
Institutionalize employee training and development program from 60% to 100% by June 30, 2022.



Implement a learning management system from 60% to 100% by June 30, 2022.



Mature Equity, Diversity, and Inclusion (EDI) program from 40% to 100% by June 30, 2022.



More information

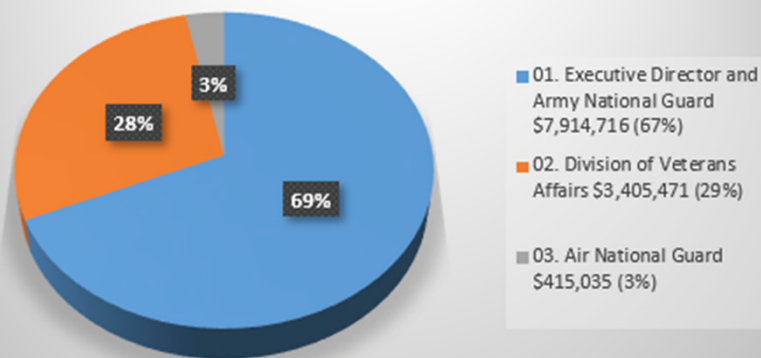
To view monthly updates on Wildly Important Goals and corresponding lead measures, please visit the [Governor's Dashboard](#).

For more information on additional DMVA goals, view our FY 2021-22 Performance Plan at: operations.colorado.gov/performance-management/departments-performance-plans

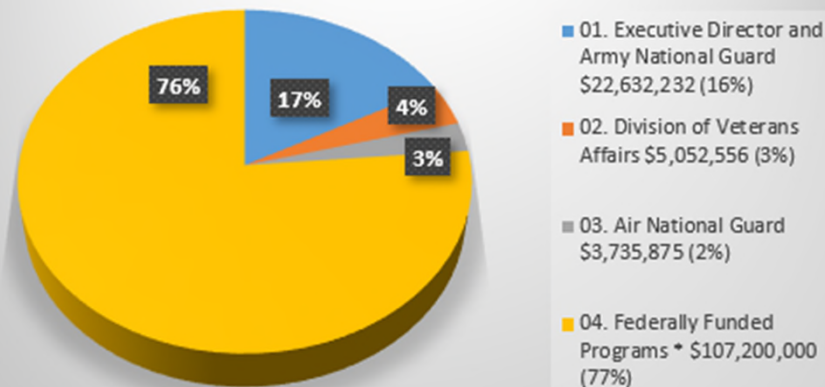


DMVA FY 2022-23 Budget Request

General Fund Allocation



Total Funding Request by Division



DMVA's FY 2022-23 Budget Requests

FY 2022-23 Summary of Change Requests							
Request Name	Total Funds	FTE	General Fund	Cash Funds	Reappropriated	Federal	WIG Alignment
R-01 State Women Veterans Service Officer	\$103,125	1.0	\$103,125	\$0	\$0	\$0	1. Number of EDI Activities 2. Accredited CVSO's 3. Reimagine DVA Operations
R-02 State Veteran Service Officer Compensation Adjustment	\$107,554	0.0	\$63,805	\$0	\$0	\$43,749	1. Improve recognition as an employer of choice 2. Increase Accredited CVSO's
R-03 Technical Funding Consolidation	\$0	0.0	\$0	\$0	\$0	\$0	3. Reimagine DVA Operations
R-04 Department Automation and Improvement	\$210,445	0.0	\$210,445	\$0	\$0	\$0	1. Increase employee experience feedback score
R-05 State Partnership Program Activity Support	\$20,000	0.0	\$20,000	\$0	\$0	\$0	2. Improve CO Army and Air National Guard retention
Subtotal Prioritized Request	\$441,124	1.0	\$397,375	\$0	\$0	\$43,749	



DMVA Legislative Agenda

The Department does not have a legislative agenda.



Regulatory Agenda

The Department of Military and Veterans Affairs does not have a regulatory agenda.



Equity, Diversity, and Inclusion

In accordance with the Governor's Executive Order [2020 175](#), the Department is preparing a plan to improve equity, diversity, and inclusion, including the following efforts:

- Incorporating EDI training into supervisor trainings and supervisor retreat
- Focused effort on diversity in recruiting and retention efforts, both in military recruiting and state employment.
- DMVA is 83% complete on initial EDI training and 37% complete on Supervisor EDI Training (must be complete by June 2022).



DMVA Major Domestic Operations 2021

13 MAR 2020 – Present: **CONG COVID-19 Response**

15 different task forces totaling 1524 Colorado National Guardsmen have supported the State of Colorado through 642 operational periods (as of 14 DEC 21)

16 – 24JAN: **Operation Strong Guardian** (The 59th Presidential Inauguration – PI59)

Task Force Capitol Response; 222 Service members of the Colorado National Guard supporting Washington DC Capitol Police Department.

01 JAN - Present: **Task Force FireGuard**

15 Service Members utilizing national level assets to provide early detection of Wildland Fires. Task Force has become a program of record.

08 – 18AUG: **Glenwood Canyon Mudslide** (Interstate 70 Closure)

Task Force Security, 31x PAX 114 Man-Days; 7x Vehicles

01 – 03 NOV: **Cyber Election Support**

6x Service Members supporting the Colorado Secretary of State's office providing network monitoring and cyber threat identification.

31 DEC – Present: **Marshall Fire** (Boulder County)

100 x Service Members supporting Boulder County Law Enforcement with Task Force Security



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Domestic Support Team Utilization -

- **3x 8th Civil Support Team Call-Outs** (in support of Denver Fire Department; FBI; BAFB)
- **5x 140th EOD Call-Outs** (3x Arapahoe County Sherriff's Office; Aurora Police Department, Buckley Space Force Base



DMVA Highlights – Search and Rescue

Search and Rescue – The Colorado National Guard continues to provide the largest number of federally tracked inland search and rescue missions in the country. The map below highlights the numbers for the current federal fiscal year. Since FY 2016 the combined missions from our two helicopter sites, the Army Aviation Support Facility (AASF) at Buckley Garrison and the High-Altitude Army Aviation Training Site (HAATS) at the Eagle County Airport have accounted for 141 lives saved



19 missions
38 flight hours
13 lives saved



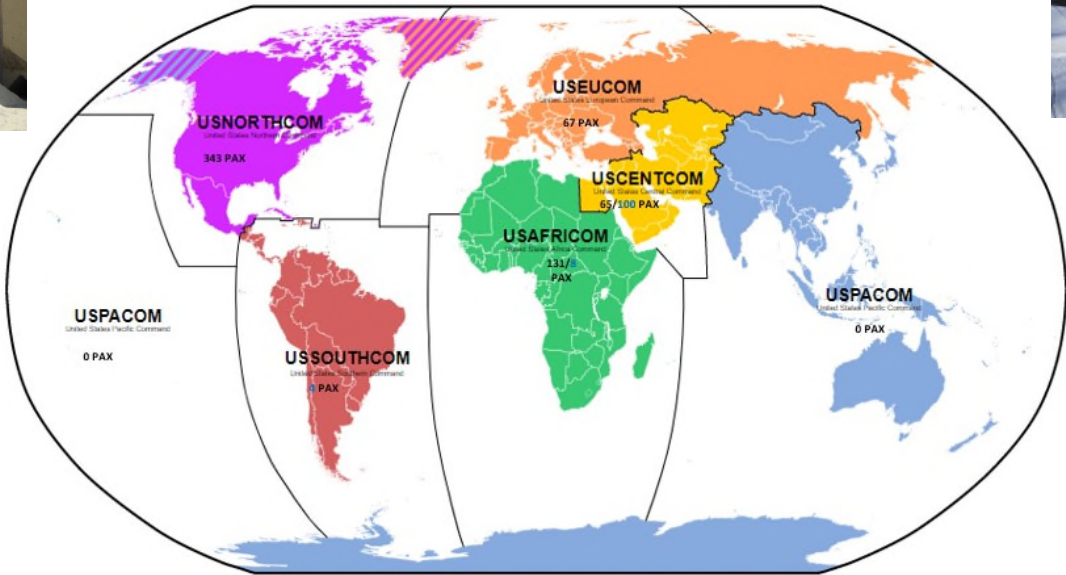
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DMVA National Guard Deployments



Colorado National Guard Deployments (current)



DMVA National Guard Deployments

Colorado National Guard deploys 180 Airmen from the 140th Wing, 29 DEC 2021



Colorado National Guard deploys 300 Soldiers from field artillery battalion, 06 DEC 2021



The Colorado National Guard welcomed home approximately 75 Colorado Army National Guard, 8 DEC 2021



Colorado National Guard deploys three units (70 personnel) to Europe, 01 MAY 2021



Colorado National Guard military police unit returns from deployment to Middle East, 02 MAY 2021



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DMVA Highlights – STEM and Veteran Support

STEM Education – The Colorado Wing of the Civil Air Patrol provides cadets with access to a unique STEM curriculum coupled with a structured youth program. The Wing has begun providing STEM kits (including drones) to teachers to provide greater STEM opportunities to Colorado students while increasing their awareness of the opportunities available to them in the Civil Air Patrol.



Support to Veterans – Veterans are choosing the Veteran Memorial Cemetery as their resting place of choice as evidenced by a record breaking 409 internments in 2021. Veteran Trust Fund continues to be utilized throughout the state to assist Veterans in need, particularly in rural Colorado with the most common uses being for transpiration, food, housing, and fuel. This year the VTF Grant awarded \$663,590 to 23 grantee organizations, including five Veterans Community Living Centers.



QUESTIONS?



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